

8.21 Procedures for managing allegations against people who work with children

General principles and organisational requirements

Scope

- 8.21.1** These procedures are based on the framework for dealing with allegations of abuse made against a person who works with children, detailed in Chapter 6 and Appendix 5 of Working Together 2006¹.
- 8.21.2** They should be followed by all organisations providing services for children and staff or volunteers who work with or care for children.
- 8.21.3** Compliance with these procedures will help to ensure that allegations of abuse are dealt with expeditiously, consistent with a thorough and fair process. Local Safeguarding Children Boards should therefore have arrangements in place for monitoring and evaluating their effectiveness.
- 8.21.4** These procedures should be applied when there is an allegation or concern that any person who works with children, in connection with his/her employment or voluntary activity, has:
- Behaved in a way that has harmed a child, or may have harmed a child
 - Possibly committed a criminal offence against or related to a child
 - Behaved in a way that indicates s/he is unsuitable to work with children
- 8.21.5** These behaviours should be considered within the context of the four categories of abuse i.e. physical, sexual and emotional abuse and neglect. These include concerns relating to inappropriate relationships between adults and children or young people, e.g:
- Having a sexual relationship with a child under 18 if in a position of trust in respect of that child, even if consensual²
 - 'Grooming',³ i.e. meeting a child under 16 with intent to commit a relevant offence
 - Other 'grooming' behaviour giving rise to concerns of a broader child protection nature e.g. Inappropriate text, e-mail messages or images, gifts, socialising, etc
 - Possession of abusive images of children
- 8.21.6** All references in this document to 'members of staff' should be interpreted as meaning all staff, whether they are in a paid or unpaid capacity (including contracted staff).

¹ Working Together to Safeguard Children. A guide to inter-agency working to safeguard and promote the welfare of children HM Government 2006. www.everychildmatters.gov.uk/socialcare/safeguarding/workingtogether

² Sections 16-19 Sexual Offences Act 2003

³ Section 15 Sexual Offences Act 2003

Roles and responsibilities

LOCAL SAFEGUARDING CHILDREN BOARD

8.21.7 Each LSCB member organisation should identify a named senior officer with overall responsibility for:

- ensuring that the organisation deals with allegations in accordance with these procedures;
- resolving any inter-agency issues; and
- liaising with the LSCB on the subject.

Local Authorities should designate an officer(s) (LADO) to:

- be involved in the management and oversight of individual cases;
- provide advice and guidance to employers, voluntary organisations and community groups;
- liaise with the police and other agencies; and
- monitor the progress of cases to ensure that they are dealt with as quickly as possible consistent with a thorough and fair process.

EMPLOYERS OR ORGANISATIONS

8.21.8 Employers, Voluntary Organisations and organisations such as independent foster care agency should designate:

- a named Senior Officer who is responsible for ensuring that procedures in relation to allegations and concerns are in place; and
- designated Senior Manager(s) to whom allegations or concerns should be reported. A deputy to whom reports should be made in the absence of the designated senior manager or where that person is the subject of the allegation or concern.

Terms used throughout this section

8.21.9 For the purposes of this procedure the term 'employer' will be used to describe the different types of organisation or agency which will either employ, or be recruit and support a volunteer.

8.21.10 The term 'member of staff' is used to describe the person subject to the allegation or concern. This covers roles such as volunteer, foster carer, childminder or employee.

8.21.11 The term 'disciplinary process' includes procedures contained within:

- an organisation's Human Resources manual setting out an employer's expectation;
- a fostering service's procedures concerning a review of a foster carer's suitability to foster according to the Fostering Services Regulations 2002. In this process the term 'disciplinary hearing' is used as a term which also covers fostering panel hearings; and
- Code of Practice or Volunteer Policies.

Procedures in specific organisations

- 8.21.12** It is recognised that many organisations will have their own procedures in place, some of which may need to take into account particular regulations and guidance, e.g. schools, registered child care providers, foster carers, etc. Where organisations do have specific procedures, they should be compatible with these procedures and additionally provide the contact details for:
- the designated senior manager to whom all allegations should be reported;
 - the person to whom all allegations should be reported in the absence of the designated senior manager or where that person is the subject of the allegation;
 - the local authority designated officer (LADO).

SUSSEX POLICE

- 8.21.13** The Head of Specialist Investigations Branch will:
- have strategic oversight of the police arrangements for managing allegations against staff and volunteers;
 - liaise with LSCB on the issue; and
 - ensure compliance.
- 8.21.14** Each Specialist Investigation Unit detective inspector will:
- liaise with the local authority designated officer;
 - ensure a CPT detective sergeant takes part in strategy discussions;
 - review the progress of cases in which there is a police investigation;
 - ensure information is shared as appropriate, on completion of an investigation or related prosecution.

Persons to be notified

- 8.21.15** In principle as soon as possible after an allegation is made, the employer should inform the parent(s) or carer(s) of the child/ren involved. The local authority designated officer should be consulted first to ensure that this does not impede the disciplinary or investigative processes. In some circumstances, however, the parent(s)/carer(s) may need to be told straight away, e.g. if a child is injured and requires medical treatment.
- 8.21.16** The parent(s)/carer(s) and the child, if sufficiently mature, should be helped to understand the processes involved and kept informed about the progress of the case and of the outcome where there is no criminal prosecution. This will include the outcome of any disciplinary process, but not the deliberations of, or the information used in, a hearing.
- 8.21.17** In principle the employer should, as soon as possible, inform the person who is subject to the allegation or the concern relates to about the nature of the allegation, how enquiries will be conducted and the possible outcome e.g. disciplinary action. Advice should first be sought from the local authority designated officer as police and/or social care may want to impose restrictions on the information that can be provided.

- 8.21.18** The member of staff should:
- be treated fairly and honestly and helped to understand the concerns expressed and processes involved;
 - be kept informed of the progress and outcome of any investigation and the implications for any disciplinary or related process; and
 - if suspended, be kept up to date about events in the workplace.
- 8.21.19** Ofsted (the Office for Standards in Education, Children's Services and Skills) should also be informed of all allegations or concern made against a
- Foster carer,
 - Prospective adopter
 - Member of staff in a residential child care facility
 - Member of staff in any day care establishment for children under 8 or
 - Registered childminder
- They should also be invited to take part in any subsequent strategy discussion.

Confidentiality

- 8.21.20** Every effort should be made to maintain confidentiality and guard against publicity while an allegation is being investigated or considered. Apart from keeping the child, parents and accused person up to date with progress of the case, information should be restricted to those who have a need to know in order to protect children, facilitate enquiries, manage related disciplinary or suitability processes.
- 8.21.21** The Police should not provide identifying information to the press or media, unless and until a person is charged, except in exceptional circumstances, e.g. an appeal to trace a suspect. In such cases, the reasons should be documented and partner agencies consulted beforehand.

Support

FOR THE CHILD OR YOUNG PERSON

- 8.21.22** The employing organisation together with Children's Social Care (CSC) and/or police, where they are involved, should consider the impact on the child concerned and provide support as appropriate. Liaison between the agencies should take place in order to ensure that the child's needs are addressed.
- 8.21.23** It should be clear to the child and their family who will keep them informed of the progress of the allegation or complaint.

FOR THE PERSON SUBJECT TO THE ALLEGATION OR CONCERN

- 8.21.24** As soon as possible after an allegation has been received, the person subject to the allegation or concern should be advised to contact his/her union or professional association.
- 8.21.25** Human Resources should be consulted at the earliest opportunity in order that appropriate support can be provided via the organisation's occupational health or employee welfare arrangements.

- 8.21.26** The person should be clear on who will update them on the progress of the investigation. This is an ongoing process and should be continued throughout any police, s47 or disciplinary investigation.

Managing interim risk

- 8.21.27** In all situations the perceived level of risk during the investigation needs to be considered and managed.
- 8.21.28** In certain situations the level may require the member of staff not to be working with specific children or young people or all children and young people until the investigation is completed.
- 8.21.29** If this is the case then various options are open to the employer including:
- redeployment so not to come into contact with one or more children;
 - refraining (agreeing that the person will not work with children during the investigation); or
 - suspension.
- 8.21.30** Refraining or suspension should be considered neutral acts and should not be automatic. They should be considered in any case where:
- there is cause to suspect a child is at risk of significant harm;
 - the allegation warrants investigation by the police; or
 - the allegation is so serious that it might be grounds for dismissal.

EVALUATING RISK

- 8.21.31** Decisions around risk are best made in an inter professional forum, if a strategy discussion is to be held or if social care or police are to make enquiries, the local authority designated officer should canvass their views on refraining/suspending and inform the employer.
- 8.21.32** Only the employer, however, has the power to refrain/suspend an accused employee and they cannot be required to do so by a local authority or police.
- 8.21.33** The possible risks to children should be evaluated and managed in respect of the child/ren involved and any other children in the accused member of staff's home, work or community life.
- 8.21.34** If the child also lives with the member of staff, for example in situations such as foster care or boarding school then the welfare of the child should be considered paramount and the risk managed in a way which ensures the minimum of disruption, and encourages placement stability, but maximises the protection of the child(ren).

CONSIDERATIONS POST INVESTIGATION

- 8.21.35** If a refrained/suspended person is to continue to work with children after the investigation into the process has been completed, the employer should consider what help and support might be appropriate, e.g. a phased return to work and/or provision of a mentor, and also how best to manage the member of staff's contact with the child concerned, if still in the workplace.

Resignations and 'compromise agreements'

- 8.21.36 Every effort should be made to reach a conclusion in all cases even if:
- The individual refuses to cooperate, having been given a full opportunity to answer the allegation and make representations
 - It may not be possible to apply any disciplinary sanctions if a person's period of notice expires before the process is complete. However in every situation the outcome of the disciplinary process should be recorded.

In these circumstances consideration should be given to making referrals to barring list and regulator/registration bodies

- 8.21.37 'Compromise agreements' must not be used, e.g. where a member of staff agrees to resign provided that disciplinary action is not taken and that a future reference is agreed.

Organised and historical abuse

- 8.21.38 Investigators should be alert to signs of organised or widespread abuse and/or the involvement of other perpetrators or institutions. They should consider whether the matter should be dealt with in accordance with complex abuse procedures which, if applicable, will take priority
- 8.21.39 Historical allegations should be responded to in the same way as contemporary concerns. It will be important to ascertain if the person is currently working with children and if that is the case, to consider whether the current employer should be informed and a strategy discussion held.

Whistle blowing

- 8.21.40 All staff should be made aware of the organisation's whistle-blowing policy and feel confident to voice concerns about the attitude or actions of colleagues.
- 8.21.41 If a member of staff believes that a reported allegation or concern is not being dealt with appropriately by their organisation, s/he should report the matter to the local authority designated officer.

Timescales

- 8.21.42 It is in everyone's interest for cases to be dealt with expeditiously, fairly and thoroughly and for unnecessary delays to be avoided. The target timescales provided in these procedures are realistic in most cases, but some cases will take longer because of their specific nature, or complexity.

Procedures

Initial response to an allegation or concern

8.21.43 An allegation against a member of staff may arise from a number of sources, e.g. a report from a child, a concern raised by another adult in the organisation, or a complaint by a parent or carer.

INITIAL ACTION BY PERSON RECEIVING OR IDENTIFYING AN ALLEGATION OR CONCERN

8.21.44 The person to whom an allegation or concern is first reported should treat the matter seriously and keep an open mind.

8.21.45 He or she should not:

- investigate or ask leading questions if seeking clarification;
- make assumptions or offer alternative explanations; or
- promise confidentiality, but give assurance that the Information will only be shared on a 'need to know' basis.

8.21.46 He or she should:

- make a written record of the information (where possible in the child/adult's own words), including the time, date and place of incident(s), persons present and what was said;
- sign and date the written record; and
- immediately report the matter to the designated senior manager, or deputy in his/her absence or where the senior manager is the subject of the allegation

INITIAL ACTION BY THE DESIGNATED SENIOR MANAGER

8.21.47 When informed of a concern or allegation, the designated senior manager should not investigate the matter or interview the member of staff, child concerned or potential witnesses. He/she should:

- obtain written details of the concern/allegation, signed and dated by the person receiving (not the child/adult making the allegation);
- countersign and date the written details;
- record any information about times, dates and location of incident(s) and names of any potential witnesses; and
- record discussions about the child and/or member of staff, any decisions made, and the reasons for those decisions.

8.21.48 If the allegation meets the criteria set out in paragraph 8.21.4 the designated senior manager should report it to the local authority designated officer within 1 working day. Referral should not be delayed in order to gather information and a failure to report an allegation or concern in accordance with procedures is a potential disciplinary matter.

8.21.49 If an allegation requires immediate attention, but is received outside normal office hours, the designated senior manager should consult the social care emergency duty team or local police and inform the local authority designated officer as soon as possible.

ALLEGATIONS RECEIVED BY POLICE OR SOCIAL CARE

- 8.21.50** If a police officer receives an allegation, he or she should, without delay, report it to the Child Protection Team who should then immediately inform the local authority designated officer.
- 8.21.51** Similarly an allegation made to social care should be immediately reported to the local authority designated officer.

INITIAL CONSIDERATION BY THE DESIGNATED SENIOR MANAGER AND THE LOCAL AUTHORITY DESIGNATED OFFICER

- 8.21.52** There are up to 3 strands in the consideration of an allegation:
- a police investigation of a possible criminal offence;
 - social care enquiries and/or assessment about whether a child is in need of protection or services;
 - consideration by an employer of following the disciplinary, standards of care or conduct procedures of the individual organisation.
- 8.21.53** The local authority designated officer and designated senior manager should consider first whether further details are needed and whether there is evidence or information that establishes that the allegation is false or unfounded. Care should be taken to ensure that the child is not confused as to dates, times, locations or identity of the member of staff.
- 8.21.54** If the allegation is not demonstrably false and there is cause to suspect that a child is suffering or is likely to suffer significant harm, the local authority designated officer should refer to social care and ask them to convene an immediate strategy discussion.
- 8.21.55** The police must be consulted about any case in which a criminal offence may have been committed. If the threshold for significant harm is not reached, but a police investigation might be needed, the local authority designated officer should immediately inform the police and convene an initial evaluation (similar to strategy discussion), to include the police, employer and other agencies involved with the child.
- 8.21.56** References in this document to 'strategy discussions' should be read to include 'initial evaluations' where appropriate.

Strategy discussion or meeting

- 8.21.57** Wherever possible, a strategy discussion should take the form of a meeting, however on occasions a telephone discussion may be justified. The following is a list of possible participants.
- Local authority designated officer
 - Relevant social worker and his/her manager
 - Detective sergeant (CPT)
 - Designated senior manager for the employer concerned
 - Human resources representative
 - Legal adviser where appropriate
 - Senior representative of the employment agency or voluntary organisation

- Manager from the fostering service provider when an allegation is made against a foster carer
- Supervising social worker when an allegation is made against a foster carer
- Those responsible for regulation and inspection where applicable e.g. CSCI or Ofsted
- Consultant paediatrician
- Where a child is placed or resident in the area of another authority, representative(s) of relevant agencies in that area
- Complaints officer if the concern has arisen from a complaint

8.21.58 The strategy discussion should:

- decide whether there should be a S.47 enquiry and/or police investigation and consider the implications
- consider whether any parallel disciplinary/standards of care process can take place and agree protocols for sharing information
- consider the current allegation in the context of any previous allegations or concerns
- where appropriate, take account of any entitlement by staff to use reasonable force to control or restrain children e.g. Section 550a Education Act 1996 in respect of teachers and authorised staff
- consider whether a complex abuse investigation is applicable
- plan enquiries if needed, allocate tasks and set time-scales
- Decide what information can be shared, with whom and when

8.21.59 The strategy discussion should also:

- ensure that arrangements are made to protect the child/ren involved and any other child/ren affected, including taking emergency action where needed
- consider what support should be provided to all children who may be affected
- consider what support should be provided to the member of staff and others who may be affected
- ensure that investigations are sufficiently independent
- make recommendations where appropriate regarding suspension, or alternatives to suspension
- identify a lead contact manager within each agency
- agree protocols for reviewing investigations and monitoring progress by the local authority designated officer, having regard to the target timescales
- consider issues for the attention of senior management e.g. Media interest, resource implications
- consider reports for consideration of barring
- consider risk assessments to inform the employer's safeguarding arrangements
- agree dates for future strategy discussions

Allegations against carers

8.21.60 If the strategy discussion is to be achieved through a meeting then a suitable experienced and independent manager should chair. This could include the Local Authority Designated Officer, or a suitable Social Care Manager.

S47 enquiries and police investigations

8.21.61 If at the strategy discussion it is decided that either the police and/or children's social care are to undertake enquiries or investigations then the progress of these enquires should be reported back to the employer and the local authority designated officer at agreed intervals (see 8.21.63).

8.21.62 At the completion of the police investigation and/or s47 then a further strategy discussion should be held to ensure that all tasks have been completed. This strategy discussion should:

- Ensure that the member of staff has been informed of the outcome of the Police investigation/S47.
- Enable the investigating officer/social worker an opportunity to summarise the actions taken, people interviewed and
- Offer a professional judgement on whether the allegation fell into one of the following categories:
 - **Substantiated.** A substantiated allegation is one which is Supported or established by evidence or proof
 - **Unsubstantiated.** An unsubstantiated allegation is not the same as a false allegation. It simply means that there is insufficient identifiable evidence to prove or disprove the allegation. The term, therefore, does not imply guilt or innocence.
 - **Unfounded.** This indicates that the person making the allegation misinterpreted the incident or was mistaken about what they saw. Alternatively they may not have been aware of all the circumstances. For an allegation to be classified as unfounded, it will be necessary to have evidence to disprove the allegation.
 - **Deliberately invented or malicious.** This implies a deliberate act to deceive. A malicious allegation may be made by a pupil following an altercation with a teacher or a parent who is in dispute with a school. For an allegation to be classified as malicious, it will be necessary to have evidence, which proves this intention.

8.21.63 This information should be recorded and given as a written record to the employer and the local authority designated officer (as per the procedures or, if in East Sussex, the operating instruction [OICS]).

SHARING INFORMATION FOR DISCIPLINARY PURPOSES

- 8.21.64** Wherever possible police and social care should, during the course of their investigations and enquiries, obtain consent to provide the employer and/or regulatory body with statements and evidence for disciplinary purposes.
- 8.21.65** If the police or CPS decide not to charge, or decide to administer a caution, or the person is acquitted, the police should pass all relevant information to the employer without delay.
- 8.21.66** If the person is convicted, the police should inform the employer straight away so that appropriate action can be taken.

UNSUBSTANTIATED ALLEGATIONS

- 8.21.67** Where it is concluded that there is insufficient evidence to substantiate an allegation, the chair of the strategy discussion or initial evaluation should prepare a separate report of the enquiry which uses the information from the Police/Social Care and forward this to the designated senior manager of the employer to enable her/him to consider what further action, if any, should be taken.

FALSE ALLEGATIONS

- 8.21.68** False allegations are rare and may be a strong indicator of abuse elsewhere which requires further exploration. If an allegation is demonstrably false, the employer, in consultation with the local authority designated officer, should refer the matter to social care to determine whether the child is in need of services, or might have been abused by someone else.
- 8.21.69** If it is established that an allegation has been deliberately invented, the police should be asked to consider what action may be appropriate.

Disciplinary or suitability process and investigations

- 8.21.70** The local authority designated officer and the designated senior manager should discuss whether disciplinary/standards of care action is appropriate in all cases where:
- it is clear at the outset or decided by a strategy discussion that a police investigation or social care enquiry is not necessary, or
 - the employer or local authority designated officer is informed by the police or the crown prosecution service that a criminal investigation and any subsequent trial is complete, or that an investigation is to be closed without charge, or a prosecution discontinued
- 8.21.71** The discussion should consider any potential misconduct or gross misconduct on the part of the member of staff, and take into account:
- information provided by the police and/or social care
 - the result of any investigation or trial
 - the different standard of proof in disciplinary and criminal proceedings
- 8.21.72** In the case of supply, contract and volunteer workers, normal disciplinary procedures may not apply. In these circumstances, the local authority designated officer and employer should act jointly with the providing

agency, if any, in deciding whether to continue to use the person's services, or provide future work with children, and if not, whether to make a report for consideration of barring or other action.

Suggested timescales

- 8.21.73** The following process suggests timescales, which are the timescales to be used to inform the local authority designated officer.
- 8.21.74** It is important to recognise that the right outcome is far more important than meeting these timescales. The following principles should be used at all times.
- Minimising delay
 - Providing full written information
 - Being open
 - Ensuring access to independent support
- 8.21.75** If formal disciplinary action is not required, the employer should institute appropriate action within 3 working days. If a disciplinary hearing is required, and further investigation is not required, it should be held within 15 working days.
- 8.21.73** If further investigation is needed to decide upon disciplinary action, the employer and the local authority designated officer should discuss whether the employer has appropriate resources or whether the employer should commission an independent investigation because of the nature and/or complexity of the case and in order to ensure objectivity. A relative or friend of the member of staff should not conduct the investigation.
- 8.21.76** The aim of an investigation is to obtain, as far as possible, a fair, balanced and accurate record in order to consider the appropriateness of disciplinary action and/or the individual's suitability to work with children.
- 8.21.77** If there has not been a police investigation/s47 then the process would need to also come to the conclusion as to whether the allegation was substantiated, etc as in paragraph 8.21.62
- 8.21.78** At any stage, new information emerges that requires a child protection referral, the investigation should be held in abeyance and only resumed if agreed with social care and police. Consideration should again be given as to whether suspension is appropriate in light of the new information
- 8.21.79** The investigating officer should aim to provide a report within 10 working days.
- 8.21.80** On receipt of the report the employer should decide, within 2 working days, whether a disciplinary hearing is needed. If a hearing is required, it should be held within 15 working days.

Record keeping and monitoring progress

RECORD KEEPING

- 8.21.87** Employers should keep a clear and comprehensive summary of the case record and give a copy to the individual.
- 8.21.88** The record should include details of how the allegation was followed up and resolved, the decisions reached and the action taken. It should be completed in collaboration with the local authority designated officer.
- 8.21.89** A copy of this summary should be:
- placed on the person's confidential personnel file;
 - given to the individual; and
 - given to the local authority designated officer.
- 8.21.90** It should be kept at least until the person reaches normal retirement age or for 10 years if longer.

MONITORING PROGRESS

- 8.21.91** The local authority designated officer should monitor and record the progress of each case, either fortnightly or monthly depending on its complexity. This could be by way of review strategy discussions or direct liaison with the police, social care, or employer, as appropriate. Where the target timescales cannot be met, the local authority designated officer should record the reasons.
- 8.21.92** The local authority designated officer should keep comprehensive records in order to ensure that each case is being dealt with expeditiously and that there are no undue delays. The records will also assist the LSCB to monitor and evaluate the effectiveness of the procedures for managing allegations and provide statistical information to the DCSF as required.
- 8.21.93** If a police investigation is to be conducted, the police should set a date for reviewing its progress and consulting the CPS about continuing or closing the investigation or charging the individual. Wherever possible, this should be no later than 4 weeks after the strategy discussion. Dates for further reviews should also be agreed, either fortnightly or monthly depending on the complexity of the investigation.

Referral to barring list or regulatory body

- 8.21.94** If the allegation is substantiated and the person is dismissed or the employer ceases to use the person's services, or the person resigns or otherwise ceases to provide his or her services, the local authority designated officer should discuss with the employer whether a referral should be made to the Barring List and/or a regulatory body, e.g. the General Teaching Council or General Medical Council.
- 8.21.95** Consideration will then be given as to whether the individual should be barred from, or have conditions imposed in respect of, working with children.
- 8.21.96** If a referral is to be made, it should be submitted within 1 month.

Learning lessons

8.21.97 The employer and the local authority designated officer should review the circumstances of the case to determine whether there are any improvements to be made to the organisation's procedures or practice. Where appropriate, this should include agreement to an action plan for future practice based on lessons learnt.

Allegations against staff in their personal lives

8.21.98 If an allegation or concern arises about a member of staff, outside of his/her work with children, and this may present a risk to child/ren for whom the member of staff is responsible, the general principles outlined in these procedures will still apply.

8.21.99 The strategy discussion should decide whether the concern justifies:

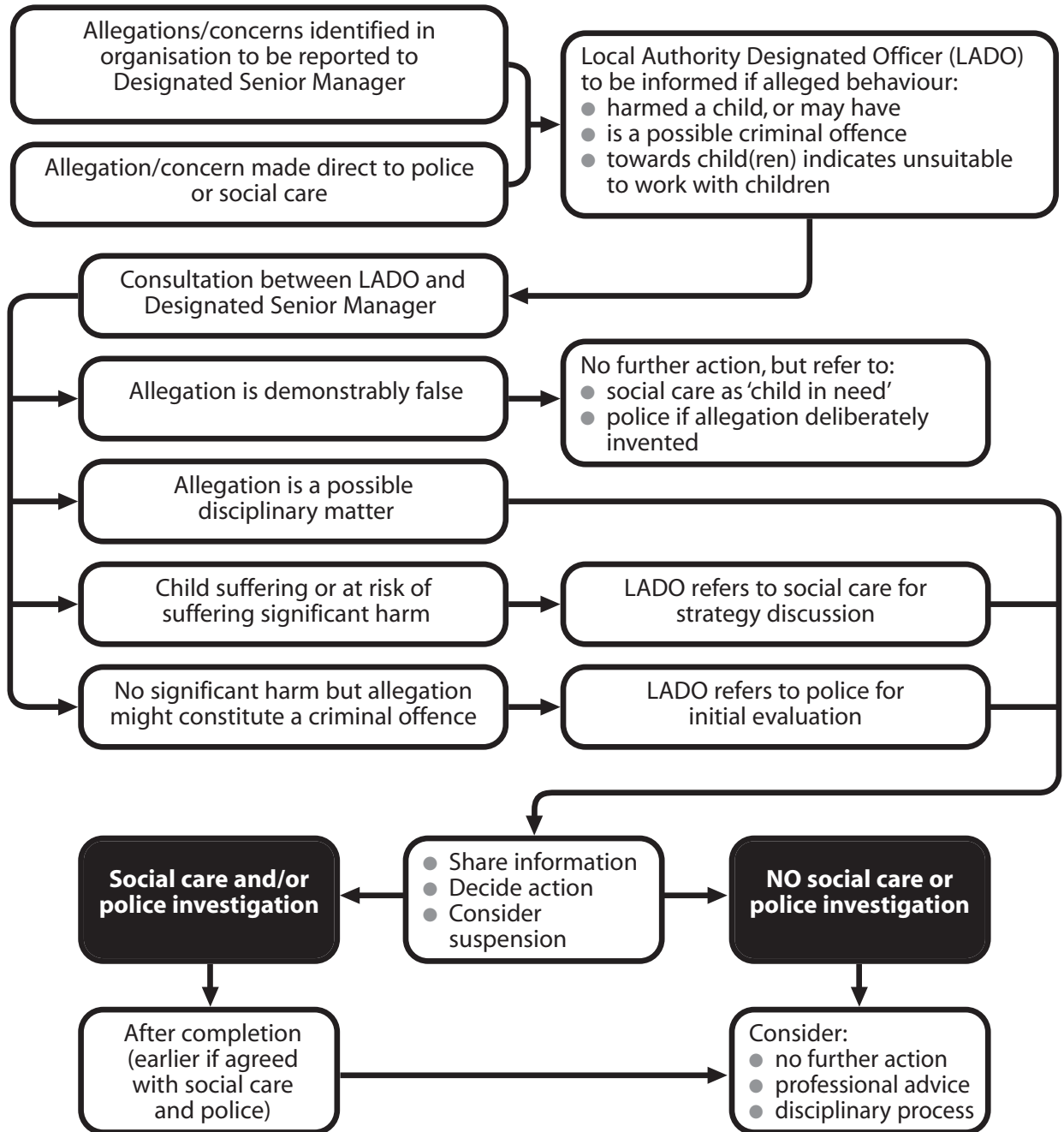
- approaching the member of staff's employer or organiser for further information, in order to assess the level of risk; and
- inviting the employer to a further strategy discussion about dealing with the possible risk; or
- who will make contact with the employer and who, if it is agreed will inform the member of staff of this course of action.

8.21.100 If the member of staff lives in a different authority area to that which covers his/her workplace, liaison should take place between the relevant agencies in both areas and a joint strategy discussion convened.

8.21.101 In some cases, an allegation of abuse against someone closely associated with a member of staff, e.g. partner, member of the family, or other household member, may present a risk to child/ren for whom the member of staff is responsible. In these circumstances, a strategy discussion should be convened to consider:

- the ability and/or willingness of the member of staff to adequately protect the child/ren
- whether measures need to be put in place to ensure their protection
- whether the role of the member of staff is compromised.

Allegations or concerns against staff and volunteers CHILD PROTECTION PROCESS



Allegations or concerns against staff and volunteers DISCIPLINARY OR SUITABILITY PROCESS

